

FY 04 Annual Report

Grant-Kohrs Ranch National Historic Site

The nation's ranch and a ranch for all seasons



Prepared by Laura Rotegard-Superintendent, March 2005

Summary

Issues

The park faced issues on a number of fronts this year: threats to resources protection, providing basic visitor services and maintaining a safe working environment for staff and visitors. Additionally, the park joined our NPS colleagues in reaching a crisis in our budget system. Like many units that had not previously analyzed its fixed costs, the park discovered that FY05 would bring a 96% fixed costs wall that the park could not climb over. Steps are being taken to address this issue and in 2005, the park is operating at 87% fixed costs with a formal analysis underway to further business efficiencies.

RESOURCES THREATS

- 1) A 5 year Cooperative Agreement with the City of Deer Lodge to spray sewage effluent on park land, expired at FY end. Anxiety about continuing this beneficial arrangement for the City, and under what terms, dominated the six months of the Superintendent's start. The park explored new instruments where financial complexities were lessened, analyzed costs (2004 NPS bore 89%), and analyzed the science in the monitoring process. Although nitrates are significantly lessened in the river, arsenic is 'mobilizing' from the watering process, not reaching groundwater or the river at this time. The staff gathered information from state DEQ, relearned NPS policy and decided to remain providing service to the City, but in a new financial arrangement. We negotiated a new Memorandum of Agreement with the stated purpose to sunset Park Service involvement by 2008. The new 3 year agreement splits costs 50/50 and seeks exit once the City meets State Code in 2008, which they are pursuing with a contracted engineering analysis, design alternatives and federal funding, new efforts for them this summer.
- 2) The park has a wholly inadequate fire suppression and alarm system for 93 structures, 90 of them on the National Register. Structural Fire agreements are in place with Deer Lodge VFD, though confidence level is low for their ability to handle an on site fire. PMIS statements are in, but this remains a significant concern since a caretaker (and the housing) was removed from the site in 2001.
- 3) New ownership of 56,000 acre neighboring ranch, Rock Creek Cattle Co., opened the door for new discussion of a feasible protection strategy on the 1400 acre viewshed area identified in the GMP for permanent protection. The viewshed lies on their land. Time was spent researching legal methods, conferring with legislative specialists, coordinating other partners and preparing an approach to the new owner, which was made in December 2004. We await a working, face to face meeting.
- 4) The definition of "working ranch," as mandated by enabling legislation, has many different identities and definitions. The confusion surrounding an appropriate definition for the park has led to frustration and rapid turnover in staff directly responsible for implementing daily ranch decisions, the Chief of Resources, and the ranch worker positions. The park created a survey instrument (moving through OMB approval) and delivered it to 70 local ranchers to gather input on what definition is most preferred. The park will continue to distribute this survey to visitors and a wider constituency, as the park strives to meet NPS policies and operate a working ranch. Without guidance, incremental damage to rangelands is likely from water, fertilizer, hay crop and herd mis-management, interpretation is misdirected, and position management is hampered.
- 5) The 12 year EPA/Superfund process reached a real milestone in May, with the release of the Record of Decision for the Upper Clark Fork River, which the park is a special unit of. Although technology is not perfect in the restoration process being prescribed, in 2007-2009, the park will be stripped of contaminated soils and vegetation and reconstructed along an historic baseline. The next phase of negotiation, reaching financial settlement, is delayed but anticipated to be settled by June 2005. Early indications are that ARCO/BP, the responsible party, will provide the needed amounts to implement the remedy/restoration plan. Pessimism remains in the science community that the prescription will alleviate the arsenic and cadmium pollution remaining in the soil system, and flushing routinely into the river.

- 6) Immediate resolution providing law enforcement support has not been found. Analysis continues to contradict itself as to whether or not this parks needs a wholly committed LE FTE or some mixture of collateral or seasonal support. Level 2 collateral duty employee will not qualify in 2005

VISITOR SERVICES AND STAFF MANAGEMENT:

- 7) Safety consciousness needed a huge boost summer 2004 with a near fatal accident of a maintenance worker and near misses abundant in the largest summer staff in years, (45 +event volunteers) with increases in events and visitors to the site. The park adjusted quickly and reactivated the safety committee, division leads instituted morning safety chats and an events safety checklist. We did a stand down until the accidents could be evaluated and changes could be made. The remainder of the year was successfully quiet, but this is an ongoing concern with a working environment that includes a sophisticated historic preservation workshop, (lots of machines) livestock management of 96 head and 12 horses, and a sprawling layout on rural ranch lands that visitors perambulate freely.
- 8) The PMDS, PMIS, OFS, FMSS, AFS, CAC/ACA, PEPC and 17 other database management systems, integrated, not integrated, cross-walked and updated, has taxed the staff's abilities and limits of a small park operation. Even with talented staff maximizing time management skills, division chiefs and their seconds are spending nearly 75% of their time reporting to and maintaining these databases. OFS requests are in for additional support staff, but in 2 and 3 person divisions, accounting duties are severely slowing down resource preservation activities, projects and providing visitor services. Circuit riding specialists have been proposed through FMSS office in WASO. Waiting to hear.
- 9) The park is 28 years without a decent visitor orientation facility. The Warren Barn proposal is being pursued and is hoped to be funded sometime in the 2008 cycle as a restoration project. See line item construction program for justification.

Decisions

Most of the major and sometimes troubling decisions facing the park this year fell into the categories of ranch management and staff management. In addition, a few decisions specific to resources protection, were influenced by political realities of small town living. Continuing to participate in the City Effluent Project was decided in September after much consternation, due in large part to the City demonstrating a new attitude of good faith and partnership by absorbing their share of the project costs and pursuing options other than the park lands. Research on impacts to wells and soil resources was not conclusive giving the park little room to negotiate a graceful exit. Another example of political compromise came with a neighbor's complaint of water in her new basement, caused by subsurface saturation of our historic flood irrigating system. A decision was made to line the ditch, and pursue a monitoring network of wells to prepare for a french drain design and installation, despite the solicitor's opinion that we are not liable for effects of our 30+year practices on a new home. Also, caution was used in deciding to retain 3 mature cottonwood trees in the ranch house yard, despite their recent age, until the Cultural Landscape Report can verify their contribution to significance.

Staff assignments to cover vacant or under-served functions (Chief of Interp, PIO, fire management, Superfund liaison,) proved to be delicate negotiations. Lapsing funds alleviated budget strain, but eliminated critical services which had to be provided by already over-committed staff. Amazingly ALL staff pitched in and volunteered to cover every aspect of the vacant positions' portfolio. Service did not falter and preservation projects continued on target.

Ranching decisions still struggle under the need for more definition, and were guided by research into sustainable ranching concepts and agro-ecology tenets pursued by the Chief of Natural Resources. The Superintendent worked closely with a Tehabi intern with Communications skills, to develop a

survey that could begin to collect feedback on this issue. The recent (2 years) about face in ranching management is still questioned and begs explanation to staff, management and folks around town. In lieu of other options, management has supported the current practices developed 3 years ago through a park team workshop.

Decisions whether or not to engage neighbors over minor incidences of trespass were measured against the park's ability to be responsible for fence repairs and properly communicating solutions. Bulls moved both ways. The park is addressing this through natural resource grant requests for specialty river gates that can withstand pressure from 2000lb. Angus neighbors. Other ranch decisions included the disposal of livestock that are fit and healthy. Options were discussed for measures other than slaughter for bulls and horses with ranch ethics prevailing over animal rights ethics. The deciding rationale reflected the public investment and the economic reality of recouping lost value for the ranch program.

Challenges for FY 05

Resources Protection

- Maximizing settlement process with EPA to get adequate funding to implement restoration of Clark Fork river area to the satisfaction of NPS standards.
- Managing ONPS budget to sustain a preventative maintenance program, rather than project driven by crisis justification.
- Negotiating a protection strategy for major viewshed outside park boundaries with new owner, per GMP direction, and a national land trust partner

Community Relationships

- Implementing a new 3 year agreement with City of Deer Lodge that doubles their cost of doing business on the Effluent Project.
- Developing links to broader Montana culture and western heritage/ranching community through established organizations.

Staff Management

- Supporting new Chief to keep creative vision of Interpretation/Education expanding and growing towards the 2007 30th anniversary of the park.
- Bridging gap between retirement of exceptional, long term employee(s)
- Maintaining a no accident/incident year, in an inherently dangerous environment of a working ranch with expanding numbers of volunteers and seasonal staff

Visitor Services:

- Continuing to work towards major funding of Warren Barn restoration as intended and needed visitor center.
- Developing a Friends group with effective fundraising ability to support and advocate for management needs.
- Immediate resolution to meeting the site's law enforcement needs
- Planning and construction of an Orientation /Museum/Education Center to replace the "temporary" Visitor Contact Station used since 1977, through the reuse and preservation of a major historic structure. Use of the Warren Barn would ensure its preservation, provide adequate visitor orientation, dedication space for permanent and rotating museum exhibits, efficient staff and volunteer work areas, gallery space, an education room, defined cooperative association sales space, and rest rooms that are fully accessible.
- Improve the current contact station to increase service, staff working conditions, and increase sales.
- Make this a "Ranch for All Seasons" with the addition of an annual fall and spring event to complement the annual summer and winter events
- Develop partnerships and the VIP program for increased programming and special events

Management

Staffing:

	PERMANENTS	SEASONALS	VOLUNTEERS
Management	1-GS-13 Superintendent *		

* EOD April 12, 2004

Park Accomplishments

Resources Protection

- Major Warren Ranch features restored, all feedlots barns, sheds, gates
- Record of Decision signed for Superfund site with prescriptions for restoration to NPS standards.
- 80/90 historic structures in fair/good condition from API evaluation
- Weed reduction from Cows/Weeds program excellent, reducing herbicide use substantially.
- National Register Status for Warren Ranch achieved.
- Cultural Landscape Report for entire site completed, both ranch complexes

Community Relationships

- Grant-Kohrs Ranch has been reinstated in the community's support. City/Park relations were strained and comments and actions now indicate that civic leadership is behind the ranch completely.
- Park staff as local Preservation Officer and others on committee, have mobilized business and city leadership support for historic preservation. Actively participating in Rotary, the Chamber and local Arts Society along with park staff well invested in leadership roles in community, maintains positive interaction and engagement.

Staff Achievements

- Three key staff completed Emerging Leaders training. Staff have improved the entire park safety record, launched new successful events and enriched others, grant success is up 75%, creative solutions for ranch management are flowing, records and public information are better organized, volunteer program satisfaction and increases in hours has improved.

Visitor Services:

- Satisfaction is high, based on intense personal services and creative program

Administration

Staffing:

	PERMANENTS	SEASONALS	VOLUNTEERS
Administration Division	1 GS-7 Administration Assistant		



Summer resource staff (Tehabi Interns) developed theme for float as a provocative educational demonstration of how the Effluent Project works. With management blessing they went for it and received 1st place in Deer Lodge's largest annual parade.

	1 GS-11 Administrative Officer.		
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Accomplishments

Personnel

- Seasonal hiring resulted in a temporary workforce of 28% female or other under-represented groups. State and regional demographics continue to frustrate park efforts to achieve workforce diversity reflective of the broader U.S. society. The park has hired a seasonal handicapped employee.
- Two permanent positions were filled: Superintendent and Park Ranger. One other vacancy occurred: Chief of Cultural Resources. The permanent Ranch Worker was re-described as a SCEP Rangeland Technician. The Secretary was reclassified as an Administrative Support Assistant. A term Environmental Protection Assistant was created. The Museum Tech became fulltime. Staff as of 12/31/04:

Superintendent	GS-13	Laura Rotegard	Facility Manager	WS-08	Michael McWright
Administrative Officer	GS-11	Anita Dore	Chief of Cultural Resources	GS-11	vacant
Curator	GS-11	Christine Ford	Natural Resource Specialist	GS-11	Benny Bobowski
Park Ranger	GS-09	Lyndel Meikle	Park Ranger	GS-09	Julie Croglio
Exhibit Specialist	GS-11	David Beaver	Maintenance Mechanic	WG-09	William King
Laborer (.5FTE)	WG-03	Jay Van Sickle	Rangeland Technician	GS-05	Dawn Kidwell
Cartographic Technician (GIS)	GS-09	Judith Huether	Museum Technician	GS-07	Peggy Gow
Administrative Support Assistant	GS-07	Karen Shoemaker	Environmental Protection Assistant	GS-05	Janet Pacioretty+

+ under EPA Superfund Account re-imbursement

- Seasonals numbered 2 irrigators, 1 gardener, 1 automotive mechanic, 2 maintenance workers, 4 park rangers, 1 ranch worker, 4 stay in school youths. Of the four stay in school youths, 2 were biological aids, 1 was a museum aid, and 1 was an irrigator. Employees attended 28 off site training courses in all disciplines and over 70 on-line and telnet training courses. Seven employees received on-the-spot awards (cash and time off).

Budget and Property

- The base budget was \$1,025,800 after Washington DC and regional assessments, uniform, and employee assistance. Relocation expense was \$31,052. Special project money was \$502,996 which included CERCLA (\$259,741) and fee demo money (\$204,954). The reimbursable livestock and living history income was \$21,300, expenses of \$40,071 and carryover of \$80,162. Lease income was \$1,270 with \$19,107 carryover.
- The Montana Conservation Corp working under a public land corp grant did fencing work at the ranch. MSU is designing and fabricating our bunkhouse row exhibit. The park used the Rocky Mountain Cooperative Ecosystems Studies to provide interns for fencing and interpretation. Another intern came from the National Council Preservation Education.

- The park received \$6,450 in excess equipment from other parks and agencies, \$4,000 of horses and transferred \$8,825 of excess equipment to other parks and non-profit organizations. The 1989 Chevy Celebrity was sold through a GSA on-line auction for \$600. Two small lot sales generated \$684 from \$10,925 of property.

Division of Natural Resources & Ranch Management

Staffing:

	PERMANENTS	SEASONALS	VOLUNTEERS
Natural Resources Division	1 GS-5/6/7 Range Tech. SCEP position	5 Tehabi students *	56 (963 hours total; 17.2 hours each avg)
	1 half-time permanent GS-9 GIS Tech.	2 GS 3 biology aids	
	1 GS-11 Natural Resource Mgt. Specialist/ Chief, Natural Resources Management **	1 WG 3 irrigator	
		1 WG 4 irrigator	

* NPS/USU/USFS internship program for students in Natural Resources related majors. Organized through Utah State University, accepts students nationally and places them in federal service locations. GRKO hosts the 2 week orientation and retained 6 of 26 students for work at the ranch in 2004. Program supported through federal grant outside of ONPS.

**Serves as the Service-wide Livestock Management Coordinator – 25% collateral duty, served a detail to the Grand Canyon as Deputy Director of Science (Jan – April 2004)

Accomplishments:

- Zero lost-time accidents - the resource division implemented an aggressive safety program this year to address the numerous risks associated with operating a ranch. This is the first time in many years that we have achieved zero lost-time accidents.
- Cows & Weeds program – 19 heifers were ‘educated’ through training, to ingest weeds in proper and healthy amounts. The project culminated in a demonstration to a diverse audience of our academic and ranching community that showcased healthy livestock and a reduced weed cover.
- FMP/Prescribed Burn completed - after four years of effort the park completed its first Fire Management Plan, its first Burn Plan, and prescribed burn.
- Community Relationships maintained or strengthened - the resource division maintains the park’s most complex and controversial program. Controversies such as superfund, effluent irrigation, and working within an agricultural community regularly shine as neighbors recognize how their ranches operate differently than GRKO, a federal ranch.



Spaz eating Spotted Knapweed in test plot 4

- Cultural Landscape Report completed-this multi-year project culminated with a contemporary documentation and interpretation of GRKO's landscape components and their historical relevance. This document is key to the development of a land use plan as required in the 1993 GMP. (The resource division provided input and guidance; however, the Division of Interpretation was the lead on this document). The resource division refined this document further through the development of historically accurate fence, irrigation, and crop histories.
- Livestock Management Database developed- the park's first database to track livestock information. This database is regularly used as a tool for decision making.
- GIS support maintained – this function supported all divisional programs (for 6mo) and the superfund and the Rocky Mountain I&M initiatives the remaining 6 months.
- Completed 60 superfund metadata sets (sent to NPS clearinghouse), completed a high quality draft GIS plan, worked with staff to organize over 1500 files
- Hiring SCEP position in under-represented series– the Ranch Worker position was reclassified with a Range Technician position and had a 10% interpretation function attached. The position was filled utilizing the SCEP hiring authority. The student will complete an Associate of Science degree at the University of Montana's Helena Campus and will bring science-based decision background to this position.
- Led Rocky Mountain I& M Network– through the support and guidance of this organization the park completed its first vital signs workshop in which conceptual models were created for the park. This group also worked closely with our GIS tech and directly assisted with our success of organizing our parks data.
- Directed CESU for continued project success– we continued to successfully work with the CESU through agreements, proposal development and technical assistance. This program as greatly assisted this park by providing support necessary to take resource management to the next level.
- Chief had considerable success in professional communication:
 - Baldwin, B., K. Voth., M. Brunson, B. Bobowski. 2004. **Preparing the Next Generation of Public Land Managers: A Collaborative Approach to Summer Internships** a poster presentation at: Natural Resource Education for a Culturally Diverse Audience, Fifth Biennial Conference on University Education in Natural Resources, March 14-17, 2004. School of Forestry, Northern Arizona University, Flagstaff, AZ
 - Baldwin, B., B. Bobowski, M. Brunson, K. Voth. 2004. **Preparing the Next Generation of Public Land Managers: A Collaborative Approach to Summer Internships**. An oral presentation at: Natural Resource Education for a Culturally Diverse Audience, Fifth Biennial Conference on University Education in Natural Resources, March 14-17, 2004. School of Forestry, Northern Arizona University, Flagstaff, AZ
 - Voth, K., B. Bobowski, B. Burritt. 2004. **What Do Goats/Cows/Sheep Eat? How Much Do They Eat? How Can I Get Them to Eat More?** Pp. 18-21. Proceedings of the 19th Annual Goat Field Day April 24, 2004. published by the American Institute for Goat Research, Agricultural Research and Extension Program, Langston University, Langston, OK.
 - Bobowski, B. 2004. **Land Application of Effluent at Grant-Kohrs Ranch National Historic Site**. An oral presentation at: Montana's Onsite Wastewater Toolbox Workshop, May 6, 2004. Polson, MT.

Division of Maintenance, Historic Preservation

The Facility Management Division continued to provide basic maintenance functions for the site's facilities, fleet and grounds care for the formal lawn and gardens. The division sustained one accident, without lost time, and used it to revamp and reenergize the park's safety program.

Staffing:

	PERMANENTS	SEASONALS	VOLUNTEERS
Maintenance	1 half time WG-3 laborer	1 GS-5 gardener	
	1 full time WG-9 maintenance mechanic	1 WG 5 Auto Mechanic	
	1 GS-11 FT Exhibits Specialist	2 WG 5 maintenance workers	
	1 WS-8 Facility Manager	1 WG 5 Ranch Worker	

new position established to provide custodial services for the site, filled 11-16-03 by Jay Van Sickle.
+ on Fee Demo/PMIS money

Accomplishments:

Cultural Resources/Special Projects

- PMIS project 87327 Restore Warren Hereford Ranch Complex. \$109,994.

This project is 85% complete At completion the project will have restored two miles of deteriorated feedlot fencing, repaired, roofed and repainted seven feed houses (1330 SQ FT) and reconstructed twenty five wood gates. This project helps the site meet GPRA long term goals Ia5 (That 50% of the historic structures on the 1998 List of Classified Structures are in good condition), and Ia7 (that 50% of landscapes on the Cultural Landscapes Inventory are in good condition) as well as giving the ranching function its winter feeding area back.



New feed lots



in use winter 2004/2005

- PMIS Project 82758 Stabilize support posts on three historic buildings. \$22,000.

This project has stabilized three historic buildings by removing deteriorated support posts and splicing in new material using TECO ring fasteners and half lap joints, provided a concrete footing below the frost line to facilitate cyclic post replacement in the future. A total of 2731 SQ FT of post work on HS-02 Bunkhouse Row Buggy Shed, HS-17 Lower Buggy Shed and HS-12 Machine Shed was completed. This project relates to NPS service wide mission/long term goal Ia5. The benefit gained from this stabilization project has brought three historic buildings, 2731 SQ FT, to a maintainable condition.



Lower buggy shed before restoration, note sagging roof



Lifting and resetting posts in wet soils



Lower buggy shed after restoration

- PMIS project 82927 Stabilize five historic feed bunks HS-45, HS-46, HS-48, HS-49 and HS-52. \$24,000.

This project has stabilized five historic feed bunks by straightening and resetting support posts and reattaching loose and missing wall boards. This project relates to NPS service wide mission/long term goal Ia5. The benefit gained from this stabilization project has brought five historic feed bunks, 11,294 SQ FT, to a maintainable condition.

- PMIS project 82718 Replace boiler and upgrade heating system in HS-58 Warren house. \$5,215.14.

By contract with Ryan Plumbing and Heating of Deer Lodge, Montana. Removed existing deteriorated boiler system and installed a 100,000 BTU output natural gas boiler with water pump and a programmable thermostat. The benefit gained from this project relates to the sites GPRA goal Ia5. That 80% of the sites historic structures listed on the 1998 NPS List of Classified Structures are maintained in good condition by September 30, 2005.

- PMIS project 94657 Rehabilitate HQ parking. \$7875.

This project is 30% complete. Upon completion the project will rehabilitate the HQ parking area and access roads with a rolled gravel base over an area of 3,334 SQ.

Cultural Projects/Routine

- Repair window sash - HS-13 L-Barn, HS-16 Horse Barn, HS-19 Garage, HS-34 Feed Storage, HS-21 Brooder Coop.
- Prep and finish coat HS-01 Ranch House picket fence.
- Install new lock sets throughout museum storage facility.
- Construct storage rack for HS-01 storm windows and screens.
- Repair/Restore feed rack HS-38, HS-34.
- Repair Cow Sheds HS-70, 72, 73, 74.
- Repair Chutes HS-47, HS-53.

- Construct new wheels for Mountain Spring Wagon.
- Prep and finish coat HS-57 Warren House picket fence.
- Repaired to working order the west elevation doors and south elevation hay loft platform on HS-07 Draft Horse Barn.

Ranch and Natural Resources Support

- Assisted the Resource Management Division in securing the effluent irrigation system for winter and setting up the winter watering system for site livestock.
- Assisted in moving and working cattle throughout the year.
- Provided support for the sites six special events.

Special Projects/Safety Program/ Hazardous Materials Program

- PMIS project 94605 Hazardous waste disposal and green product conversion. \$4,000.
This project has resolved the non-compliance findings from the NPS environmental audit performed by MSE for the Intermountain Region.
- Creation of Hazard Alert Cards – Used actively by employees to report hazards. Several responses by individuals. (bobcat, lock out tag out, lower porch issues, etc.)
- First Aid Kits updated throughout Park
- Overstock of Fusees (fire starters, markers) were donated to Forrest Service
- Mapped locations of Fire Extinguishers in Park
- CPR certification for staff completed
- Reporting Policy for accidents formalized
- Safety Walk-about completed/issues addressed, all OSHA violations resolved.
- All employees completed NPSafe
- Maintenance shop machinery updated with safety stops and magnetic switches
- Bucket Truck safety equipment updated to OSHA standards

Division of Interpretation and Cultural Resources

The Interpretation Division rose to an immense challenge, developing 2 new major events, while short-staffed at the helm. They voluntarily self governed in a triad leadership of 3 seasoned colleagues and strong returning seasonals. They presented a remarkably refreshed series of programs and events, to increasing visitor satisfaction, increasing visitation numbers and without any incidences or accidents. They deepened the education program and energized Volunteers-in the-Parks.

Staffing:

	PERMANENTS	SEASONALS	VOLUNTEERS
Interpretation Division	1-GS 11 Chief-vacant *	1 Tehabi summer seasonal +	2 summer hosts
	1 GS 9 ranger	3 GS-5 rangers	8 winter hosts
	1 GS 9 ranger	1 GS 5 ranger/short season	- Events support
Cultural Resources	1 GS-11 Curator		
	1 GS 7 Museum Tech	1 GS-2 Museum Aid	1 Museum volunteer

* position vacated 6/04, filled with Acting by park GS-11 Curator 6/04-12/04

+ see note under Division of Natural Resources

Accomplishments:

The ranch maintained its high level of visitor satisfaction (98%) and saw an 11% increase in visitation when numbers elsewhere around the state were down. Visitor satisfaction is a credit to all staff and in interpretation it is based on well-developed programs. This year saw:

- The site's first formal education program is now in year 4 of its 5 year phased plan. Despite a shift in leadership, a successful one week teacher's workshop to develop on-site lesson plans, was executed well.
- Glacier Natural History Association expanded support by funding a three month volunteer couple to assist with sales at the Visitor Contact Station. They also completed the installation of new sales furniture that can be adapted to future changes. Despite this, sales were down for FY04, and the staff is analyzing needed changes to products and presentation. The ranch hosted a quarterly meeting of their board membership on the 20th anniversary of their partnership with the ranch, to increase awareness of the ranch. They expressed their sincere thanks and interest in the ranch.
- New programs such as a river walk, wagon treasure hunt, bunkhouse tour, birding tour, and museum storage facility tour at scheduled times to supplement the traditional house tour were successful



New programs: birding walk and museum storage tour.

- Haying with Horses was offered twice in 2004. 25 Teamsters and 9 teams from around the region came for a weekend of mowing, windrowing, and stacking loose hay with the Beaverslide. Improved promotion and assertive formal interpretation of the event resulted in more visitors attending with better theme-based information provided.



- The parks Volunteer Program strengthened, deepened and organized itself better, while increasing participation from high school ages, and improving satisfaction among ranching and VC volunteers. Grant requests were successful with IMR and with the National Park Foundation.
- Special Events saw increased visitation - Holiday Open House, Western Heritage Days, and Horse and Mules Play Days. At Western Heritage Days, the demonstration of haying with horses was very popular, as well as the addition of an evening campfire sing-a-long.



Participants at the Montana Horse and Mule Play Days and rope-making at the Holiday Open House



The ever-popular branding and new evening campfire program at Western Heritage Days

- The increase in visitation is likely the result of more actively promoting the park throughout the Southwest region of Montana. A Promotional Committee was formed with the goal of increasing visitation through improved visibility, curb appeal, and public programs. Action items included:
 - ✓ posting weekly fliers at local establishments to inform tourists about our programs
 - ✓ construction of an “easy-to-see” sandwich board in the visitor parking lots showing daily events and using the same sign to promote the park at major local events
 - ✓ putting ranch wagons on display in the visitor parking lots
 - ✓ ensuring large RV rigs feel comfortable pulling in by posting heights of overhead gates.
- Long-time Grant-Kohrs Ranch Park Ranger, Lyndel Meikle, reached new heights as a historian. She received the prestigious Montana Historical Society Bradley Fellowship – allowing her to work on her own research of the first warden at the Territorial/State Prison located in Deer Lodge. Her session at their annual conference on Indian schools moved the audience to tears. At the same conference, she chaired and presented a session on the changing role of the Park Ranger.

Curatorial and Cultural Resources

Accomplishments:

Collections

The Curator served as Acting Chief of Interpretation from June through the end of the year. Still, some important work was accomplished.

- A Rocky Mountain Cooperative Ecosystem Study Unit grant funded a review of the site’s stubborn museum pest problems (flies and dermestid beetles), a revision of the Museum Integrated Pest Management (IPM) Plan, and production of a museum training video on the subject.
- The Museum Tech completed processing and re-housing the Conrad Kohrs Papers, including an extensive finding aid.

- All preliminary work (interpretive text, image labels, document scanning) was completed on the new collections-based museum exhibit sponsored by WASO Museum Management Program. Also, the professional digital photographs of museum artifacts shot for the exhibit are now available for any number of national uses.



Winner of a blue ribbon at the Montana Territorial Fair, this stool was cross-stitched by Augusta Kohrs and is still on exhibit in her parlor.

- Professional support for the museum and archival community continue through involvement with the Museums Association of Montana, the State Historic Records Advisory Board, and the Deer Lodge Preservation Committee. The Curator was a core member of the Intermountain Regional Museum Collection Management Strategy committee.
- With a dedicated storage facility, the trend for the museum program in the coming years is to improve museum records, provide professional curatorial services to small parks in the area, and to share collection in various and appropriate formats.

Volunteer Program

Total Volunteers:	69	Program Costs:	\$1,990.23
Total Hours:	2872	Housing:	\$900
		Meals:	\$228.28
Cultural Resource Management:	580 hours	Recognition/Awards	\$717.95
Interpretation:	1,172 hours	Training:	\$150
Natural Resource Management:	1,120 hours		

Volunteer Program Highlights:

This year Grant-Kohrs Ranch volunteers contributed significantly to the mission of our site. Our summer interpretation volunteers did a wonderful job presenting house tours and cowboy life programs and leaving our visitors with a greater understanding and appreciation of the open range cattle era. We also have a dedicated group of 25 volunteers, who bring their teams of draft horses as far as 150 miles one way, to work the ranch's fields and assist us twice a year in our historic haying demonstrations. We ended the year with a volunteer appreciation banquet. We provided all our volunteers with a gift to show our great appreciation for all their hard work.